

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### The Trane Co

Colorado Association for Manufacturing and Technology

#### The Trane Company Boosts Productivity with TWI

##### Client Profile:

The Trane Company manufactures water chillers for air conditioning units in large facilities. Train Company is an international company with manufacturing facilities around the world. The company employs 450 people at its facility in Pueblo, Colorado.

##### Situation:

Trane's Pueblo facility had utilized continuous improvement methodologies, such as Lean and Six Sigma, for years. However, Trane noticed that after each continuous improvement event, productivity would be up and defects would be down for a while, and then the improvement gains would start to erode. They needed to standardize their training techniques. In the past, Trane had worked with the Pueblo Community College (PCC), a partner of the Colorado Association for Manufacturing and Technology's (CAMT), a NIST MEP network affiliate, to technically train workers. PCC introduced Trane to CAMT who helped bring Training Within Industry (TWI) courses onsite through the Colorado First Grant. TWI consists of standardized programs that teach the essential skills needed by all staff responsible for the work of others, regardless of their industry. Job Instruction Training (JI) teaches supervisors how to quickly train employees to do the job correctly, safely, and conscientiously resulting in less scrap and rework, fewer accidents, and less tool and equipment damage.

##### Solution:

CAMT conducted a week-long JI training for ten production supervisors. Using the TWI 'Train and Do' methodology, each day started with two hours of instruction, and the supervisors could immediately implement what they learned that day. After the initial week of training, the Trane Company began to indoctrinate many more employees in the TWI JI methodology. As a result of CAMT's assistance, Trane has greatly reduced its training time, scrap and rework, and resolved many of their quality issues. Productivity, measured by their build rate, has increased by 40 percent. TWI has now trained over 70 production supervisors and workers in one of their three primary product lines. Satisfied that they have achieved a truly standardized job training process for one line, Trane is now implementing TWI in the rest of its facility, including office areas.

##### Results:

- \* Retained sales of \$10 million.
- \* Realized \$500,000 in cost savings.
- \* Reduced rework and scrap by 80 percent.
- \* Retained 10 jobs.

##### Testimonial:

[www.mep.nist.gov](http://www.mep.nist.gov)



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"Using TWI to standardize our training techniques has enabled Trane to significantly improve throughput and quality, exceeding customer expectations of quality and on-time delivery."

Art Shinn, Manager, Training and Development